



Training of fresh graduates for integrating into ERP projects

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General Note

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ABSTRACT

Enterprise Resource Planning have rapidly become the de facto industry standard for replacement of existing systems and with the growing competition in the market between the ERP implementation partners, organizations are following different approaches for reducing cost for the company. One of the often seen approaches in the current situation is hiring of fresh graduates and providing them adequate training on the ERP competencies and deploying them into projects. This paper discusses the opinion of the ERP implementation managers on inducting fresh graduates into ERP projects. Opinions are collected through a structured questionnaire and administered to ERP implementing managers. Data are analyses and the results indicate that it is a common practice that fresh graduates are inducted after imparting appropriate skills, leading to a win-win situation.

1. INTRODUCTION

In order to integrate the organizations business processes and help achieve an edge in this growing market, Enterprise Resource Planning (ERP) is one of the major solutions for the established and growing enterprises and to handle the global challenges. Most clients, ERP implementation partners and even fresh graduates wonder if fresh graduates can be deployed into ERP projects. This research is carried out to dispel this myth.

2. REVIEW OF LITERATURE

Vidyaranya B. Gargeya, Cydnee Brady, (2005), identified six common factors that are indicative of successful or non-successful SAP implementations. It has been found that the lack of appropriate culture and organizational (internal) readiness as the most important factor contributing to failure of SAP implementations in 15 companies. The presence of project management approaches and appropriate culture and organizational (internal) readiness are the most important factors contributing to the success of SAP implementations in 29 organizations. The most significant finding is the lack of research that has focused on the identification of Critical Success Factors (CSFs) from the perspectives of key stakeholders. (Sherry Finney, Martin Corbett, (2007)). Anne N. Parr, Graeme Shanks, Peta Darke, 1999, observed that are management support of the project team and of the implementation process, a project team which has the appropriate balance of business and technical skills, and commitment to the change by all stakeholders is important for ERP implementation. ERP Implementation always has dramatic changes to how the work is done in an organization such as changes in business processes, definition of new roles and responsibilities, definition of new hierarchies, clients handling etc., (Ashish Kr. Dixit). Hence training of the ERP implementation teams on the above issues are crucial to the successful implementation of ERP systems.

Roman Schachtsiek & Johannes Cruyff found that in the recent trends in training and development, resources are evaluated periodically to understand the needs of training to execute the deliverables better which would not only enhance the productivity of the resources but also would certainly add value to the Organizational growth.

3. OBJECTIVES

1. To study the feasibility of employment of fresh graduates in ERP projects
2. To understand the common training practices in ERP implementing companies
3. To understand and analyze the seriousness among employees during the training programs

4. HYPOTHESES

H01: Regarding Hiring of fresh graduates and providing training prior to deployment in ERP projects as a common practice, there is no significant difference in the opinion of ERP implementing managers at different levels.

H02: There is no significant association between hiring of fresh graduates and reputation of the ERP implementation partners.

H03: Regarding training of employees who lack competency, there is no significant difference in the opinions of ERP implementation managers at different levels.

H04: There is no significant association between seriousness of employees during training programs and their designations.

5. RESEARCH METHODOLOGY & STATISTICAL ANALYSIS

The scope of the study is limited to ERP implementing companies in Hyderabad. Primary data are collected from 50 ERP implementing managers through administering a structured questionnaire designed to study the objectives of the study. A simple random sampling technique is used for the purpose of the study and the data are collected during June to September 2013. Primary data was collected through a questionnaire administered to various levels in an IT Organization.

6. STATISTICAL RESULTS

Table 1 Reliability Statistics

Cronbach's Alpha	No of Items
0.812	4

The overall alpha for all items is 0.812, which is very high and indicates strong internal consistency among the questions asked.

Tests of Hypotheses

H01: Regarding Hiring of fresh graduates and providing training prior to deployment in ERP projects as a common practice, there is no significant difference in the opinion of ERP implementing managers at different levels.

Table 2 Chi-Square Test for Ho1

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.426 ^a	8	0.491
Likelihood Ratio	7.564	8	0.477
Linear-by-Linear Association	0.057	1	0.811
N of Valid Cases	50		

14 cells (93.3%) have expected count less than 5. The minimum expected count is 1.96

H02: There is no significant association between hiring of fresh graduates and reputation of the ERP implementation partners.

Table 3 Chi-Square Tests for Ho2

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.093 ^a	8	0.029
Likelihood Ratio	20.294	8	0.009
Linear-by-Linear Association	8.019	1	0.005
N of Valid Cases	50		

13 cells (86.7%) have expected count less than 5. The minimum expected count is 1.12

H03: Regarding training of employees who lack competency, there is no significant difference in the opinions of ERP implementation managers at different levels.

Table 4 Chi-Square Tests for Ho3

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.627 ^a	8	.169
Likelihood Ratio	12.367	8	.136
Linear-by-Linear Association	.703	1	.402
N of Valid Cases	50		

9 cells (60.0%) have expected count less than 5. The minimum expected count is 0.28

H04: There is no significant association between seriousness of employees during training programs and their designation.

Table 4 Chi-Square Test for Ho4

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.572 ^a	8	0.127
Likelihood Ratio	16.144	8	0.040
Linear-by-Linear Association	0.022	1	0.882
N of Valid Cases	50		

11 cells (73.3%) have expected count less than 5. The minimum expected count is .84.

Table 5 Consolidated Chi Square Test Results

Null Hypotheses	Sig. Value	Result
H01: Regarding Hiring of fresh graduates and providing training prior to deployment in ERP projects as a common practice, there is no significant difference in the opinion of ERP implementing managers at different levels.	0.491	Accepted
H02: There is no significant association between hiring of fresh graduates and reputation of the ERP implementation partners.	0.029	rejected
H03: Regarding training of employees who lack competency, there is no significant difference in the opinions of ERP implementation managers at different levels.	0.169	Accepted
H04: There is no significant association between seriousness of employees during training programs and their designations	0.127	Accepted

7. FINDINGS & CONCLUSION

The research finding are hiring fresh graduates and training them on the required competencies and placing them on the ERP Projects would give edge to the organizations performance. Building the competencies of the fresh graduates, giving adequate training, seriousness in the training programs conducted would not only enhance the performance of the resources but also become the strengths for an organization. The research also shows that there is significant association between hiring of fresh graduates and reputation of the organization. Hence there is a need to balance experienced and fresh graduates in the organization.

SCOPE FOR FURTHER RESEARCH

Scope for the further research can be drawn as there were not many researches done on the Training Of Fresh Graduates For Integrating Into ERP Projects which would not only cut the cost of the company but also productivity would be enhanced as the fresh graduates could be mould to the requirement. In this scenario, a blend of an experienced and the fresh graduates would certainly give the good results in terms of delivery of the ERP Projects.

LIMITATIONS OF THE STUDY

Limitations of the study is that there need to take larger sample and the opinion of fresh graduates and clients are not covered in this sample survey, further study may focus on this to have the better clarity.

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